

# GENERAL STAFF CORPS

## LAWS, REGULATIONS ORDERS, and MEMORANDA

RELATING TO THE ORGANIZATION AND  
DUTIES OF THE GENERAL STAFF CORPS

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OFFICE OF THE CHIEF OF STAFF

JANUARY, 1912



WASHINGTON  
GOVERNMENT PRINTING OFFICE  
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WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, January 1, 1912.*

This memorandum, covering the laws, regulations, and orders respecting the General Staff Corps, is furnished to officers of the corps for their information and guidance.

LEONARD WOOD,  
*Major General, Chief of Staff.*

# BRIEF OUTLINE OF EVENTS LEADING TO THE PAS- SAGE OF THE GENERAL STAFF ACT;

AND COMPILATION OF PRINCIPAL REGULATIONS, ORDERS AND MEMORANDA  
RELATIVE TO THE ORGANIZATION OF THE GENERAL STAFF CORPS AND THE  
DISTRIBUTION OF ITS VARIOUS DUTIES AMONG THE SEVERAL DIVISIONS  
THEREOF WHICH HAVE BEEN ESTABLISHED FROM TIME TO TIME.

## THE ARMY WAR COLLEGE.

The first step taken which finally led to the establishment of the General Staff Corps was the proposition contained in the Annual Report of the Secretary of War (Mr. Root) for 1899 for the establishment of an Army War College. This was followed by the issue of the following order:

SPECIAL ORDER }  
No. 42. }

HEADQUARTERS OF THE ARMY,  
ADJUTANT GENERAL'S OFFICE,  
*Washington, February 19, 1900.*

\* \* \* \* \*

31. By direction of the Secretary of War, a board of officers to consist of Brig. Gen. William Ludlow, United States Army; Col. Henry C. Hasbrouck, Seventh United States Artillery; Lieut. Col. William H. Carter, Assistant Adjutant General, United States Army, is appointed to meet at the War Department, in this city, on Monday, February 26, 1900, at 10 o'clock a. m., for the purpose of considering regulations with a view to the establishment of a War College for the Army. The travel enjoined is necessary for the public service.

By command of Major General Miles:

H. C. CORBIN,  
*Adjutant General.*

Lieut. Col. Jos. P. Sanger, Inspector General, was subsequently detailed as a member of the board.

The first legislative action relating to the Army War College is contained in the Army appropriation act of May 26, 1900, as follows:

For hire of clerks, purchase of stationery, furniture, and for contingent expenses incident to the establishment of the Army War College, having for its object the direction and coordination of the instruction in the various service schools, extension of the opportunities for investigation and study in the Army and militia of the United States, and the collection and dissemination of military information, twenty thousand dollars.

This appropriation was allowed to lapse as the organization of the college had not been completed. Since that time, however, an annual appropriation has been made for the contingent expenses of the college, the same being disbursed by the secretary thereof, in accordance with the following order:

GENERAL ORDERS, }  
No. 195. }

WAR DEPARTMENT,  
*Washington, December 27, 1904.*

The secretary of the Army War College is authorized to make purchases and sign contracts on behalf of the Army War College from



all funds appropriated under the act of Congress approved April 23, 1904, making appropriation for the support of the Army for the fiscal year ending June 30, 1905, and for all subsequent appropriations of funds for the Army War College. All purchases and contracts pertaining to the appropriation for support of the Army War College for the fiscal year 1905, made by the secretary of the Army War College prior to the issuance of this order, are hereby approved and confirmed.

By order of the Secretary of War:

ADNA R. CHAFFEE,  
*Lieutenant General, Chief of Staff.*

The Army War College was formerly established by paragraph 7, General Orders 155, November 27, 1901. This order provided for the executive head of the college to be an officer not below the grade of field officer and for a War College Board to prepare regulations for the government of the college, etc.

The War College Board was detailed July 1, 1902 (General Order No. 64), and consisted of Maj. Gen. Young, Brig. Gens. Carter and Bliss, Maj. H. A. Greene, Asst. Adjt. Gen. and Maj. Wm. D. Beach, Tenth Cavalry; also the following ex officio members: Gen. Geo. L. Gillespie, Chief of Engineers; Gen. J. Franklin Bell, commandant of the General Service and Staff College; Col. W. F. Randolph, Chief of Artillery; and Col. A. L. Mills, Superintendent of the Military Academy.

The War College Board was dissolved by the following order:

GENERAL ORDERS, }  
No. 2.

WAR DEPARTMENT,  
*Washington, August 15, 1903.*

\* \* \* \* \*

The War College Board appointed by paragraph 2 of General Orders, No. 64, Adjutant General's Office, 1902, is hereby dissolved, and hereafter the duties assigned to said board by paragraph 4 of General Orders, No. 155, Adjutant General's Office, 1901, will be performed by such section of the War Department General Staff as may be designated for the purpose by the Chief of Staff.

\* \* \* \* \*

By order of the Secretary of War:

S. B. M. YOUNG,  
*Lieutenant General, Chief of Staff.*

That part of General Orders, No. 115, War Department, 1904, which outlines the general character of work to be performed by the permanent personnel and students on duty at the War College was revoked by the following order:

GENERAL ORDERS, }  
No. 116.

WAR DEPARTMENT,  
*Washington, May 28, 1907.*

1. Paragraphs 240 to 245, both inclusive, of General Orders, No. 115, June 27, 1904, War Department, are revoked.

2. The organization and work of the Army War College will hereafter be regulated by the following provisions:

3. The purpose of the War College is to make a practical application of knowledge already acquired, not to impart academic instruction.

4. The objects of the War College are—

(a) The direction and coordination of military education in the Army and in civil schools and colleges at which officers of the Army are detailed under acts of Congress and the extension of opportunities for investigation and study in the militia of the United States.

(b) To provide facilities for and to promote advanced study of military subjects and to formulate the opinions of the college body on the subjects studied for the information of the Chief of Staff.

5. The personnel of the Army War College shall be in part permanent and in part temporary.

6. The permanent personnel shall consist of a president, to be assigned to that duty by the Secretary of War, and the officers for the time being of the third division, War Department General Staff. The chief and one other member of the division shall be directors of the college. The secretary of the college shall also be selected from the permanent personnel. The directors and secretary shall be designated in orders.

7. The temporary personnel of the Army War College shall consist of such officers, not below the grade of captain, as may be detailed to that duty by the War Department.

8. The tour of duty of the officers of the temporary personnel shall be for a period not exceeding 12 months, beginning on November 1 of each year.

9. The interior economy of the War College shall be regulated by the president and directors, subject to the approval of the Chief of Staff.

By order of the Secretary of War:

WILLIAM P. DUVALL,  
*Brigadier General, Acting Chief of Staff.*

On June 24, 1908, General Orders, No. 116, 1907, was amended as follows:

GENERAL ORDERS, }  
No. 104. }

WAR DEPARTMENT,  
*Washington, June 24, 1908.*

\* \* \* \* \*

Paragraph 6, General Orders, No. 116, May 28, 1907, War Department, relating to the Army War College, is rescinded and the following substituted therefor:

6. The permanent personnel shall consist of a president, to be assigned to that duty by the Secretary of War, and the officers for the time being of the second section, War Department General Staff. Two directors and a secretary of the college shall be selected from the permanent personnel of the section.

By order of the Secretary of War:

WILLIAM P. DUVALL,  
*Major General, Acting Chief of Staff.*

#### GENERAL STAFF CORPS.

The Secretary of War (Mr. Root) in his annual report for 1901 stated that the creation of the War College Board is probably as near an approach to the establishment of a General Staff as is practicable under existing law, but that the amount of work which that board ought



to do leads to the conclusion that it can not adequately perform all the duties of a General Staff, and that the whole subject should be treated by Congress in a broader way, and to that end he strongly urged the establishment by law of a General Staff, of which the War College shall form a part. This recommendation was further elaborated in the Secretary's report for 1902, in which, after going very fully into the subject, he suggested that in creating a General Staff the designation of the officer called the "Commanding General of the Army" should be changed to "Chief of Staff," and that the latter's powers be enlarged by giving him the immediate direction of the supply departments, etc. The recommendations made by the Secretary of War in these reports and subsequently in the hearings had before the Committees on Military Affairs of the Senate and House of Representatives in 1902 resulted in the passage of the act of February 14, 1903, creating a General Staff Corps, published in the following general order:

GENERAL ORDERS, }	HEADQUARTERS OF THE ARMY,
No. 15. }	ADJUTANT GENERAL'S OFFICE,
	Washington, February 18, 1903.

The following act of Congress is published for the information and government of all concerned:

AN ACT To increase the efficiency of the Army.

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,* That there is hereby established a General Staff Corps, to be composed of officers detailed from the Army at large, under such rules as may be prescribed by the President.

SEC. 2. That the duties of the General Staff Corps shall be to prepare plans for the national defense and for the mobilization of the military forces in time of war; to investigate and report upon all questions affecting the efficiency of the Army and its state of preparation for military operations; to render professional aid and assistance to the Secretary of War and to general officers and other superior commanders, and to act as their agents in informing and coordinating the action of all the different officers who are subject under the terms of this act to the supervision of the Chief of Staff; and to perform such other military duties not otherwise assigned by law as may be from time to time prescribed by the President.

SEC. 3. That the General Staff Corps shall consist of one Chief of Staff and two general officers, all to be detailed by the President from officers of the Army at large not below the grade of brigadier general; four colonels, six lieutenant colonels, and twelve majors, to be detailed from the corresponding grades in the Army at large, under such rules for selection as the President may prescribe; twenty captains, to be detailed from officers of the Army at large of the grades of captain or first lieutenant, who while so serving shall have the rank, pay, and allowances of captain mounted. All officers detailed in the General Staff Corps shall be detailed therein for periods of four years, unless sooner relieved. While serving in the General Staff Corps, officers may be temporarily assigned to duty with any branch of the Army. Upon being relieved from duty in the General Staff Corps, officers shall return to the branch of the Army in which they hold permanent commission, and no officer shall be eligible to a further detail in the General Staff Corps until he shall have served two years with the branch of the Army in which commissioned, except in case of emergency or in time of war.

SEC. 4. That the Chief of Staff, under the direction of the President or of the Secretary of War, under the direction of the President, shall have supervision of all troops of the line and of the Adjutant General's, Inspector General's, Judge Advocate's, Quartermaster's, Subsistence, Medical, Pay, and Ordnance Departments, the Corps of Engineers, and the Signal Corps, and shall perform such other military duties not otherwise assigned by law as may be assigned to him by the President. Duties now prescribed by statute for the Commanding General of the Army as a member of the Board of Ordnance and Fortification



and of the Board of Commissioners of the Soldiers' Home shall be performed by the Chief of Staff or other officer designated by the President. Acts and parts of acts authorizing aids-de-camp and military secretaries shall not apply to general officers of the General Staff Corps.

SEC. 5. That the Chief of Artillery shall hereafter serve as an additional member of the General Staff and by and with the advice and consent of the Senate shall have the rank, pay, and allowances of brigadier general and when the next vacancy occurs in the office of brigadier general of the line, it shall not be filled, and thereafter the number of brigadier generals of the line, exclusive of the Chief of Artillery, shall not exceed fourteen; and the provisions of the foregoing sections of this act shall take effect August fifteenth, nineteen hundred and three.

Approved, February 14, 1903.

By command of Lieut. Gen. Miles:

H. C. CORBIN,  
*Adjutant General, Major General, United States Army.*

Section 5 of the above act was by act of January 25, 1907, amended as follows:

GENERAL ORDERS, }  
No. 24. }

WAR DEPARTMENT,  
*Washington, February 2, 1907.*

The following act of the Congress is published to the Army for the information and guidance of all concerned:

AN ACT To reorganize and to increase the efficiency of the Artillery of the United States Army.

\* \* \* \* \*

SEC. 2. That the Chief of Artillery or Chief of Coast Artillery shall be an additional member of the General Staff Corps, and his other duties shall be prescribed by the Secretary of War.

\* \* \* \* \*

#### THE WAR COLLEGE DIVISION.<sup>1</sup>

This division had its birth in 1885, when by administrative action the "Division of Military Information" was established in the Adjutant General's Office. It was reorganized as a separate division in 1889, and on March 18, 1892, orders of the Secretary of War were published (General Order 23) further prescribing its duties, of which the following are still in force:

(a) The collection and classification of military information of our own and foreign countries, especially with respect to armed, reserved, and available strength, natural and artificial means of communication (rivers, canals, highways, and railroads); the manufacture of arms, ammunition, and other war material; supplies of food, horses, draft animals, etc.

(b) The preparation of instructions for the guidance of officers of the Army serving or traveling abroad, or acting as military attachés, and the arrangement and digest of information contained in their reports.

(c) The issuance to the Army of military maps, monographs, books, papers, and other publications, and the dissemination of valuable information on military subjects throughout all branches of the service.

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<sup>1</sup> Formerly second section.



The Division of Military Information will also have charge of a museum to be established for the proper care and preservation of such military relics as are now in the several bureaus of the War Department, or as may hereafter be obtained.

On January 27, 1894, the Secretary of War issued the following circular:

CIRCULAR }  
No. 1. }

WAR DEPARTMENT,  
*Washington, January 27, 1894.*

Circular of April 19, 1889, is amended to read as follows:

Upon the receipt at the War Department of reports, maps, plans, etc., from military attachés at United States embassies and legations in foreign countries, they will be sent, without formal entry, to the Military Information Division of the Adjutant General's Office, where the necessary notation will be made and registered.

The reports will then be filed in the Military Information Division for preservation and future reference. Inclosures accompanying the reports may, at the discretion of the Adjutant General, be turned over to any bureau of the War Department to which they particularly relate.

Chiefs of bureaus are invited to furnish the Military Information Division, from time to time, with lists of inquiries they may desire to have submitted to the military attachés for investigation and report.

DANIEL S. LAMONT,  
*Secretary of War.*

By Special Order No. 210, Headquarters Division of the Philippines, Manila, P. I., December 13, 1900, a "Division of Military Information" was established in the adjutant general's office in Manila, and by direction of the Secretary of War was on June 18, 1902, annexed to and made a part of the Military Information Division of the Adjutant General's Office in the War Department, Washington, by operation of the following instructions:

WAR DEPARTMENT,  
ADJUTANT GENERAL'S OFFICE,  
*Washington, June 18, 1902.*

The COMMANDING GENERAL,  
*Division of the Philippines, Manila, P. I.*

SIR: I have the honor to communicate the following instructions of the Secretary of War:

With a view to increasing the facilities and rendering its operations broader and more effective, the Division of Military Information now existing in the office of the adjutant general, Headquarters Division of the Philippines, is, for the purposes hereinafter set forth, annexed to and made a part of the Military Information Division, Adjutant General's Office, War Department, and will hereafter be regarded as a branch of that division.

The present organization and official status of the branch office will remain the same as heretofore in the adjutant general's office, Division of the Philippines, and for all administrative and purely local purposes will be under the direct control of the commanding general, Division of the Philippines.



In addition to its regular work, as heretofore prescribed, of supplying information to the troops in the Philippine Islands, the branch office will promptly forward to the Military Information Division the originals, or, if that is not practicable, certified copies of all data, both cartographical and statistical, of a general character which it has on file or may hereafter receive and which may be considered of interest and value to the War Department, as well as the reports of all intelligence officers under its jurisdiction.

In order that the department may at all times be advised of the status of its work, the branch office will also forward a monthly summary of its operations.

In addition to the foregoing, the branch office will perform such other and special duties under the general supervision of the commanding general, Division of the Philippines, as may be assigned to it from time to time by the War Department.

The Military Information Division will furnish the branch office from time to time such information as may be deemed of special value to its files and to the troops serving in the Philippine Islands, and also such financial assistance as may be practicable for its equipment and maintenance.

Quarterly returns (in duplicate) of all expenditures made from the funds herein authorized will, under such regulations as may be prescribed, be forwarded within 20 days after the end of the quarter to the officer in charge of the Military Information Division for approval and transmission to the Auditor of the Treasury for the War Department.

For purposes of convenience and dispatch, and on account of the confidential character of much of the information, all communication between the Military Information Division and its branch office will be direct, and will be noted and filed in them only; copies of such information as may relate or be of interest to other offices being promptly furnished to the offices to which it pertains.

Very respectfully,

H. C. CORBIN,  
*Adjutant General, Major General, United States Army.*

The Military Information Division was transferred to the Office of the Chief of Staff by the following order:

WAR DEPARTMENT,  
*Washington, August 6, 1903.*

Orders:

The Military Information Division of the Adjutant General's Office, together with the records, files, and property, and the persons now employed therein, are hereby transferred to the Office of the Chief of Staff, to take effect August 15, 1903.

ELIHU ROOT,  
*Secretary of War.*

MILITARY ATTACHÉS.

CIRCULAR }  
No. 6. }

WAR DEPARTMENT,  
*Washington, September 4, 1903.*

With a view to extending the usefulness of our military attachés abroad, the chiefs of bureaus and offices of the War Department and individual officers of the Army at Large will furnish the Second



(Military Information) Division of the General Staff, from time to time, memoranda of such data respecting foreign armies as they desire, in order that the attachés may be directed to investigate and report upon the same.

In order to fix responsibility for improper or duplicate distribution of official matter to foreign attachés; to place the exchange of military information with foreign war offices or their representatives accredited to this capital upon a systematic basis, and to keep an accurate record with a view to ascertaining from time to time if reciprocity is maintained, all official or semiofficial information either verbal, written, or printed, will be received from or communicated to such offices or officials by or through the chief of the Second (Military Information) Division of the General Staff.

The bureaus, offices, and officials of the War Department will co-operate in furnishing the Military Information Division such non-confidential information as may be required for the proper accomplishment of this purpose.

These regulations will not apply to the officers detailed to escort foreign attachés during their attendance at our maneuvers in so far as relates to the personnel and matériel of the forces engaged.

Upon the receipt of information of special interest to any particular bureau or office the Military Information Division will promptly furnish extracts or copies or refer the same to the office concerned.

When technical information of special interest or value is received in any of the bureaus or offices of the department which has not passed through the Military Information Division the same will be forwarded to that division for record in order that requests may not be made on foreign Governments for data already in the possession of the War Department.

By order of the Secretary of War:

W. H. CARTER,  
*Brigadier General, Acting Chief of Staff.*

#### WAR DEPARTMENT LIBRARY.

On March 28, 1904, the supervision of the War Department Library and the distribution of public documents pertaining to the War Department, under the provisions of section 2 of the act of Congress, approved January 12, 1895, were transferred from the Chief Signal Officer of the Army to the Chief of the Second (Military Information) Division by the following circular:

CIRCULAR }  
No. 12. }

WAR DEPARTMENT,  
*Washington, March 31, 1904.*

The following is published to the Army and the Organized Militia for the information and guidance of all concerned:

WAR DEPARTMENT,  
*Washington, March 28, 1904.*

The supervision of the War Department Library having been assigned to the General Staff, the Chief of the Second (Military Information) Division thereof is hereby designated to relieve the Chief Signal Officer of the Army of that duty, and also of the distribution of public documents pertaining to the War Department under the provisions of section 2, act of January 12, 1895, and in accordance with instructions contained in War Department circulars of March



20, 1895, and February 14, 1902, War Department orders of January 5, 1903, and such other instructions, verbal or written, as from time to time may have been issued by the Department.

WM. H. TAFT,  
*Secretary of War.*

All requisitions and requests for publications or documents or supplies, and all reports and returns for such property, that under existing law and regulations are now made to the Chief Signal Officer of the Army, or to "Brig. Gen. A. W. Greely, Chief Signal Officer, in supervisory charge of the War Department Library," and of the distribution of War Department documents, will in future be made to the Chief of the Second Division, General Staff.

By order of the Secretary of War:

ADNA R. CHAFFEE,  
*Lieutenant General, Chief of Staff.*

#### MAP FILES.

GENERAL ORDERS, }  
No. 2. }

WAR DEPARTMENT,  
*Washington, January 7, 1909.*

The second section,<sup>1</sup> War Department General Staff, having been charged with the supervision of a system of war maps, American and foreign, all division, department, brigade, post, and company commanders, commandants of service schools, chiefs of bureaus of the War Department, and officers of the Army under whose orders maps are made, will forward directly to The Adjutant General of the Army, who will transmit them to the second section, War Department General Staff, Army War College, copies of all geographical, topographical, tactical, strategical, maneuver, and confidential maps, plans, tracings, blue prints, sketches, etc., of domestic or foreign territory, containing information of military interest, that are in their possession and have not heretofore been furnished, or that they may hereafter receive, in order that the map files of the second section may be made complete and kept up to date for study and use by the authorities of the War Department in the compilation and preparation of various problems, plans, and maps, and for immediate reference in cases of emergency.

If copies are not available, the originals will be sent by registered mail as directed above for notation and return.

The plans showing the details of construction of United States fortifications and the working plans of the Ordnance, Quartermaster's and other staff departments are excepted from the provisions of this order.

\* \* \* \* \*

By order of the Secretary of War:

J. FRANKLIN BELL,  
*Major General, Chief of Staff.*

#### DIVISION OF MILITIA.

WAR DEPARTMENT,  
*Washington, September 3, 1908.*

Orders:

The following regulations are prescribed to govern the official correspondence of the Division of Militia Affairs with the Chief of

<sup>1</sup> Now The War College Division.



Staff and chiefs of bureaus and departments of the War Department and with the military authorities of the States, Territories, and the District of Columbia:

1. All original communications emanating from the office of the Division of Militia Affairs shall set forth that they are sent by direction or order of the Secretary or Assistant Secretary of War.

2. Communications addressed to governors of States or Territories will be prepared for the signature of the Secretary or Assistant Secretary of War; those addressed to adjutants general of States, Territories, or District of Columbia will be signed by the Chief of the Division of Militia Affairs.

3. Communications of a routine nature which require that they be submitted to the Chief of Staff, for his information only, will be simply checked to the latter over the initials of the Chief of the Division of Militia Affairs.

4. Information concerning militia affairs which has a bearing upon the employment or military status of the personnel of the regular establishment will be conveyed to the Chief of Staff by indorsement or in the form of a memorandum. If such indorsement or memorandum involves an expressed desire or direction of the Assistant Secretary of War for action by the Chief of Staff, it will be signed by the Assistant Secretary of War; if it merely transmits information involving no action, it will be signed by the Chief of the Division of Militia Affairs. In case the indorsement or memorandum involves the issuing of orders or instructions to officers or enlisted men of the regular establishment, an accompanying memorandum for The Adjutant General, prepared for the signature of the Chief of Staff, will be inclosed; this inclosure will be initialed by the Chief of the Division of Militia Affairs.

5. The Chief of Staff will furnish the Chief of the Division of Militia Affairs with a copy of any report approved by him which is made by any section or officer of the General Staff that has a bearing on militia affairs.

6. The Chief of the Division of Militia Affairs is authorized to communicate directly with the heads of the supply or other departments of the War Department in reference to all matters pertaining exclusively to the Organized Militia in regard to supplies, instruction, drill, and general military efficiency.

ROBERT SHAW OLIVER,  
*Acting Secretary of War.*

The Acting Secretary of War on July 25, 1910 (General Order 141), directed that under the provisions of paragraph 775, Army Regulations 1910, the Chief of the Division of Militia Affairs will report to the Chief of Staff.

The act of Congress of March 3, 1911, published in General Orders 45, War Department, 1911, provides, page 2, under "Office of the Chief of Staff":

\* \* \* That hereafter the Chief of the Division of Militia Affairs, Office of the Chief of Staff, shall be detailed from the general officers of the line of the Army, and while so serving shall be an additional member of the General Staff Corps \* \* \*.



The legislative act of March 4, 1911, provides as follows:

DIVISION OF MILITIA AFFAIRS, OFFICE OF THE CHIEF OF STAFF.

For the following now authorized by section twenty of the act approved January twenty-first, nineteen hundred and three, as amended by the act approved May twenty-seventh, nineteen hundred and eight, namely: Chief clerk, two thousand dollars; two clerks of class four; two clerks of class three; three clerks of class two; nine clerks of class one; seven clerks, at one thousand dollars each; one messenger; one assistant messenger; two laborers; two charwomen; in all, thirty-four thousand one hundred and sixty dollars.

For miscellaneous expenses of the Division of Militia Affairs, including stationery, fuel, light, furniture, telegraph and telephone service, and necessary printing and binding, three thousand five hundred dollars, which sum, together with the foregoing amount for salaries, shall be paid from the permanent appropriation for militia under the provisions of section sixteen hundred and sixty-one, Revised Statutes, as amended, and no other or further sums shall be expended from said appropriation for or on account of said Division of Militia Affairs during the fiscal year nineteen hundred and twelve.

THE COAST ARTILLERY DIVISION.

By General Orders, No. 169, War Department, September 8, 1910, amending Army regulation 298 [303, 1910]<sup>1</sup> the Office of the Chief of Coast Artillery was made a part of the office of the Chief of Staff.

MEMORANDUM FOR THE ADJUTANT GENERAL.

WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, September 8, 1910.*

In view of the assignment of the Chief of Coast Artillery to duty as an assistant to the Chief of Staff, and of the incorporation of the office of the Chief of Coast Artillery in the office of the Chief of Staff by Army regulation 298 [303, 1910]<sup>2</sup> as amended, business that originates or is received in the Office of the Adjutant General of the Army and that requires reference to the Chief of Coast Artillery will be submitted to the Chief of Staff by The Adjutant General of the Army in accordance with the provisions of Army regulation 787 [795, 1910].<sup>3</sup>

By order of the Secretary of War:

LEONARD WOOD,  
*Major General, Chief of Staff.*

MEMORANDUM FOR THE CHIEF OF COAST ARTILLERY.

WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, September 10, 1910.*

Hereafter papers originating or received in the Office of the Adjutant General, which pertain to matters over which the Chief of Coast Artillery has supervision, will be checked to the latter by the Secretary of the General Staff, who will make no record of them

<sup>1</sup> See p. 32.

<sup>2</sup> See p. 38.

<sup>3</sup> See p. 32.



except such as is necessary to insure his knowledge of their whereabouts.

The Chief of Coast Artillery will refer such papers to bureau chiefs (Army regulation 298) [303, 1910]<sup>1</sup> for such notation, remarks, and recommendations as may be desired, and will then submit them to the Chief of Staff in person, each accompanied by a signed memorandum prepared in duplicate, ordinarily in indorsement form, containing his recommendation. When the matter has been disposed of by the Secretary of War, the duplicate memorandum indicating such action will be returned by the Secretary of the General Staff to the Chief of Coast Artillery and will be retained by the latter as the record of action in the case.

By direction of the Chief of Staff:

FRED W. SLADEN,  
*Captain, General Staff Corps, Secretary.*

### THE MILITARY ACADEMY

GENERAL ORDERS, }  
No. 64. }

WAR DEPARTMENT,  
*Washington, April 26, 1905.*

The following orders of the Secretary of War are published to the Army for the information and guidance of all concerned:

WAR DEPARTMENT,  
*Washington, April 20, 1905.*

Orders:

In conformity with the provisions of section 1331, Revised Statutes, the Chief of Staff is charged with the supervision of matters in the War Department pertaining to the United States Military Academy at West Point, New York.

\* \* \* \* \*

WM. H. TAFT,  
*Secretary of War.*

Section 1331, Revised Statutes, reads as follows:

The supervision and charge of the Academy shall be in the War Department, under such officer or officers as the Secretary of War may assign to that duty.

### MEMORANDA AND ORDERS CONCERNING DISTRIBUTION OF BUSINESS.

WAR DEPARTMENT,  
*Washington, December 30, 1903.*

Orders:

The following instructions relating to the methods of business to be employed under the operation of the General Staff system and to the distribution of official business of the War Department and action thereon are hereby published for the information and guidance of all concerned:

All business of the Army coming clearly within the scope and purview of the duties imposed by law upon the General Staff Corps and the Chief of Staff will be submitted by chiefs of bureaus in person or in writing directly to the Chief of Staff, to be acted upon by him in conformity to the regulations duly prescribed for that purpose by the President or the Secretary of War.

The character of the business included in the foregoing description is indicated by the tabular statement showing the organization of the

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<sup>1</sup> See p. 32.



General Staff Corps and the distribution of the subjects with which they are to deal, which is attached to the annual report of the Secretary of War for 1903 as Appendix D.

All cases requiring the action of the Secretary of War or the Assistant Secretary of War not submitted in person by the Chief of Staff will be forwarded direct to the chief clerk of the War Department for distribution and action under the orders and instructions of the Secretary of War or the Assistant Secretary of War.

All other business requiring the action of the Secretary of War emanating from bureaus of the department will be forwarded direct to the chief clerk of the War Department for distribution and action under the orders and instructions of the Secretary of War or the Assistant Secretary of War, except such cases as in the judgment of the chief of bureau concerned are of sufficient importance to necessitate personal presentation by him to the Secretary of War or the Assistant Secretary of War.

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ELIHU ROOT,  
*Secretary of War.*

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WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, September 22, 1904.*

**The MILITARY SECRETARY:**

Please submit papers pertaining to the following subjects to Gen. Gillespie<sup>1</sup> for his action:

Appointments, resignations, etc., officers of District of Columbia Militia.

Appointments and discharges of veterinarians.

Examinations for promotion.

Examinations generally, including those for appointment as chaplain, veterinarian; enlisted men and civilians for appointment as second lieutenant; officers for transfer to the Ordnance Department, Signal Corps, etc.

Details at service schools, and special questions presented by the schools.

Details at, and general questions relating to, civil colleges.

Questions of rank and precedence.

Leaves of absence, commissioned officers.

Admission to the several general hospitals.

Questions of commutation of quarters in special cases.

Boards of survey.

Artillery, engineer, ordnance, and fortification questions.

Purchase of land for fortification purposes.

Matters relating to the sale of Government stores to civilians.

Inspection reports.

Privileges on military reservations.

CHAFFEE,  
*Lieutenant General, Chief of Staff.*

(NOTE.—See following memorandum of June 19, 1905.)

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<sup>1</sup> Assistant to the Chief of Staff.



WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, June 19, 1905.*

MEMORANDUM FOR THE MILITARY SECRETARY.

In the future all business from The Military Secretary's Office requiring action by the Chief of Staff will be presented to the Chief of Staff or the Assistant Chief of Staff by an officer of your department, who will receive instructions for disposition of the business in accordance with the usual custom of your office, or as you may direct if any change is necessary: The officers bringing the papers to the Chief of Staff should thoroughly familiarize themselves with the contents, to enable them to make a correct and brief verbal statement of same in each case.

Papers reaching the Chief of Staff otherwise than as above indicated will be handled as heretofore by the Secretary of the General Staff.

The orders of September 22, 1904, as to business to be submitted to the Assistant Chief of Staff, copy herewith, will remain in force; but this distribution is one of convenience merely, and the action of the Assistant Chief of Staff on all business is to be accepted as the action of the Chief of Staff, as it may frequently happen that the Chief of Staff will direct that other matters than those specified be presented to the Assistant Chief of Staff. For office discrimination as to source of action, and for convenience should the subject of the paper come up again, the officer presenting the paper will note informally upon it, or by memorandum, whether he received his instructions from the Chief of Staff or the Assistant Chief of Staff.

By order of the Secretary of War:

CHAFFEE,  
*Lieutenant General, Chief of Staff.*

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WAR DEPARTMENT,  
*Washington, April 14, 1906.*

**Orders:**

All business arising in the Army which is referred to The Military Secretary for the action of superior authority, and which does not come within the jurisdiction of chiefs of bureaus, and all business emanating from the bureaus of the department requiring the action of higher authority, will be submitted to the Chief of Staff for his consideration.

The Assistant Secretary of War is vested with authority to decide all cases which do not involve questions of policy, the establishment or reversal of precedents, or matters of special or extraordinary importance. Matters coming within these exceptional classes will be submitted by the Chief of Staff to the Secretary of War direct. All other matters will be submitted by the Chief of Staff to the Assistant Secretary of War. Should the Assistant Secretary of War think that the questions submitted to him by the Chief of Staff come within the exceptional classes, he will submit them to the Secretary. The Chief of Staff will indorse upon every paper coming to him his recommen-



dations, views, or remarks, and transmit the same to the Secretary of War or to the Assistant Secretary of War, as the above rules require. The submission of matters to the Secretary by the Chief of Staff will be in person. Before presentation to either the Secretary or the Assistant Secretary the cases should be completed by obtaining the necessary recommendation, reports, or information from the bureaus of the department or the military authorities outside of the department, and to this end the Chief of Staff is authorized to call therefor "by order of the Secretary of War."

Business which reaches the Secretary's office, or that of the Assistant Secretary, and is acted upon through the channels above described, will be returned to the Chief of Staff, who will issue such orders through the Military Secretary as may be required "By order of the Secretary of War." The Chief of Staff is only empowered to issue orders in his own name or by his own direction to the General Staff Corps.

These requirements should be clearly understood to relate to military business, and are not in any way an abrogation of the following direction in War Department Orders of November 7, 1905, viz:

Matters of a purely civil nature will be referred by chiefs of bureaus direct to the Secretary of War unless otherwise required by their subject matter.

All orders, regulations, and instructions contrary hereto are hereby revoked.

WM. H. TAFT,  
*Secretary of War.*

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WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, June 27, 1908.*

#### MEMORANDUM.

I. The following organization and distribution of business of the War Department General Staff is announced and will be in force until further orders:

##### FIRST SECTION.

Organization, administration, and distribution of the military forces; details and assignments; examinations for the appointment and promotion of officers; administrative matters pertaining to field maneuvers and to combined exercises of the Army and Navy; discipline and training; drill and firing regulations of Infantry, Cavalry, and Field Artillery, mobile armament and equipment; subsistence and clothing; location, design, and construction of posts, camps, hospitals, and quarters; water supply; sanitation, and all related matters; special military rewards; estimates for support of the Army.

##### SECOND SECTION.

Military information; collection, arrangement, and publication of historical, statistical, and geographical information; War Department library; system of war maps, American and foreign; general information regarding foreign armies and fortresses; preparation



from official records of analytical and critical histories of important campaigns.

Military attaches.

Photographic gallery.

Preparation of nontechnical manuals.

Issue of military publications, maps, and documents.

Collation and discussion of all obtainable data relating to strategical, tactical, and logistic features of future military operations, and formation of complete working plans for passing from a state of peace to a state of war under such conditions as can be foreseen or may be assumed.

Direction and coordination of military education in the Army, the Militia, and in civil schools and colleges at which officers of the Army are detailed.

Plans for field maneuvers.

Permanent fortifications.

Submarine defense.

Field engineering.

Signaling, technical manuals, and logistics.

Military resources of the country.

II. Business of the following classes to be referred to the section having jurisdiction of the subject matter, in conference with the Chief of Artillery, in all matters pertaining to Seacoast Artillery:

Combined exercises of the Army and Navy.

Allowances of all items of equipment, armament, and supplies for the military service.

Determination of types, designs, and specifications for such as are required to be standardized.

Regulations and orders.

Proposed legislation to be presented to Congress or legislation pending in Congress referred to War Department for report.

By direction of the Chief of Staff:

FRED W. SLADEN,  
*Captain, General Staff Corps, Secretary.*

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WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, September 26, 1910.*

#### MEMORANDUM.

The following organization and distribution of business of the War Department General Staff is announced:

#### I. MOBILE ARMY DIVISION.<sup>1</sup>

All matters pertaining to personnel and matériel of the mobile forces, and such other subjects as are not otherwise assigned.<sup>2</sup>

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<sup>1</sup> Formerly First Section.

<sup>2</sup> See Office of Chief of Staff memoranda, Mar. 29 and Apr. 1, 1911.



WAR COLLEGE DIVISION.<sup>1</sup>

(a) Collection and distribution of military information; War Department library; preparation of nontechnical manuals; direction and coordination of military education; plans for field maneuvers; collation and discussion of all obtainable data relating to strategical, tactical, and logistic features of future military operations and formation of complete working plans for passing from state of peace to state of war.

(b) The Army War College.

NOTE.—Also system of war maps, American and foreign, military attachés, military publications, photograph gallery, preparation from official registers, and analytical histories of important campaigns.

COAST ARTILLERY DIVISION.<sup>2</sup>

All matters pertaining to the personnel and matériel of the Coast Artillery forces.

II. DIVISION OF MILITIA AFFAIRS.<sup>3</sup>

All matters pertaining to the Organized Militia.

III. Papers requiring the action of the Chief of Staff will be checked to the chiefs of the above-mentioned divisions by the secretary, General Staff, and all routine or unimportant cases will be returned to him for submission to the Chief of Staff. Important cases will be submitted in person by chiefs of division.

By direction of the Chief of Staff.

FRED W. SLADEN,  
*Captain, General Staff Corps, Secretary.*

## MEMORANDA AND ORDERS RELATIVE TO HANDLING BUSINESS.

WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, June 30, 1905.*

## MEMORANDUM FOR THE MILITARY SECRETARY.

When approved reports of the divisions or committees of the General Staff are sent to The Military Secretary for action as indicated, the originals or copies of such reports will not, unless specifically directed, be sent out of The Military Secretary's Office, but the substance of the report only will be sent.

CHAFFEE,  
*Lieutenant General, Chief of Staff.*

<sup>1</sup> Formerly Second Section.

<sup>2</sup> See Army Regulation 303, 1910.

<sup>3</sup> See Division Militia Affairs, p. 11.



WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, May 18, 1906.*

MEMORANDUM.

1. Typewriter paper, foolscap size, will hereafter be used for reports and appended memoranda under the provisions of memorandum from this office dated May 2, 1906. (See memorandum, Aug. 28, 1906, below.)

2. Drafts of Instructions to Chiefs of Bureau will advise action, using the words "in substance" or "in effect," as follows, etc.

By order of the Chief of Staff.

ROBERT E. L. MICHIE,  
*Captain, General Staff, Secretary.*

WAR DEPARTMENT,  
*Washington, July 20, 1906.*

MEMORANDUM FOR THE CHIEF OF STAFF.

In submitting questions for the decision of the Secretary of War, where the communication to be acted upon accompanies the recommendation of the Chief of Staff it is not necessary to make a complete copy of the communication in question, as it involves an amount of clerical labor which can be dispensed with without detriment to the service.

ROBERT SHAW OLIVER,  
*Acting Secretary of War.*

WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, August 28, 1906.*

MEMORANDUM.

Hereafter report on all matters referred to the several divisions, special committees, or officers of the War Department General Staff will be submitted in duplicate as a memorandum addressed either to the Secretary, Assistant Secretary, or Acting Secretary of War, as required by the provisions of War Department orders of April 14, 1906. This memorandum will give a clear presentation of the subject as briefly as practicable, citing precedents, if any, and will conclude with a recommendation according with the views of the party making the report and embodying the substance of the instructions to be issued in the premises. The memorandum will be prepared for the signature of the Chief of Staff. Whenever letters for the signature of the Secretary of War, Assistant Secretary of War, or Chief of Staff, or bills for new legislation are necessary to carry into effect the recommendations submitted, proper drafts will be appended to



the report. In the upper right-hand corner of the duplicate memorandum will be noted the initials of the officer making the report, the division from which submitted, and the signed initials of the chief of division.

When the original memorandum has been acted on by the Secretary of War or Assistant Secretary of War it will, accompanied by all original papers furnished in connection therewith, be transmitted to The Military Secretary or other proper chief of bureau for action, the duplicate being filed in the office of the Chief of Staff.

By order of the Chief of Staff:

ROBERT E. L. MICHIE,  
*Captain, General Staff, Secretary.*

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WAR DEPARTMENT.

MEMORANDUM FOR CHIEFS OF BUREAUS OF THE WAR DEPARTMENT.

Whenever a division or committee of the War Department General Staff has under consideration a question pertaining to a staff bureau, the chief of such bureau shall be consulted unless his views are given in the papers that are under consideration. If such views are given and action adverse thereto is considered advisable, the chief of bureau shall be notified to that effect and, should he so desire, shall have a hearing in person or through a representative to be designated by him, and the report shall show whether he concurs in the action as finally recommended to be taken. The fact that a chief of bureau has been consulted in the consideration of any particular matter reported on shall be noted in the report.

ROBERT SHAW OLIVER,  
*Acting Secretary of War.*

NOVEMBER 3, 1906.

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WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, March 14, 1907.*

MEMORANDUM.

1. The Chief of Staff directs that when matters are under consideration in the several divisions of the General Staff which in any way affect the staff corps or departments or involve their action, the chief of the corps or department concerned be consulted before the report of the division is made. The last sentence of such a report will in every case record the fact of this consultation and concurrence or nonconcurrence of the chief or chiefs in question, and when there is divergence in the recommendations made by a division of the General Staff from the views held by the chief or chiefs of the staff corps or departments involved, it is desired that this fact be noted and that the views of the latter be clearly stated in the report.

2. Whenever recommendations submitted by a chief of a staff corps or department are reported upon, the last sentence of the report will



likewise record the fact of consultation and concurrence or nonconcurrence of this chief in any modification which may be recommended, even though this modification may be only for the sake of brevity or clearness of diction.

3. Whenever there is a nonconcurrence on the part of a division of the General Staff with any bureau chief, the Chief of Staff desires the Assistant to the Chief of Staff, accompanied by the chief of this division, to visit and personally confer with the bureau chief or chiefs concerned, for the purpose of endeavoring to effect some compromise of views upon which all can agree, and no report where it is impossible to effect an agreement will be transmitted to the Secretary of War or Assistant Secretary of War until it has been submitted to the Chief of Staff.

By direction of the Chief of Staff:

ROBERT E. L. MICHIE,  
*Captain, General Staff, Secretary.*

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WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*January 27, 1908.*

The Senate has passed the following resolution:

*Resolved*, That no communications from heads of departments, commissioners, chiefs of bureaus, or other executive officers, except when authorized or required by law, or when made in response to a resolution of the Senate, will be received by the Senate unless such communications shall be transmitted to the Senate by the President.

*Resolved*, That a copy of this resolution be communicated by the Secretary of the Senate to the President and House of Representatives.

#### MEMORANDUM.

First. In matters of considerable importance, especially those ready for submission at the opening of the sessions of Congress, the Secretary of War desires that memoranda be prepared embodying full explanation and presentation of all cases, together with letters of transmittal, for his signature, addressed to the President, but not accompanied by any drafts of proposed bills. Even in such cases, he desires that copies of memoranda and letters to the President be prepared, accompanied by a draft of legislation desired, and letters of transmittal for him to sign addressed to the chairman of the military committees of the Senate and House, respectively, but not to be transmitted until after the President is known to have communicated the originals to the Senate and House. In these cases all memoranda should be for the President, to be signed by the Secretary of War.

Second. In unimportant matters he prefers they be presented in memoranda for the Secretary of War, signed by the Chief of Staff, accompanied by a draft of legislation necessary and by letters of transmittal addressed to the chairman of the military committees of the Senate and House, respectively, for the signature of the Secretary of War.



Third. He does not wish any memoranda or letters prepared for his signature addressed to the President of the Senate or the Speaker of the House of Representatives.

By order of the Secretary of War:

J. FRANKLIN BELL,  
*Major General, Chief of Staff.*

R. S. O.

W. M. WRIGHT,  
*Captain, General Staff Corps, Secretary.*

WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*July 11, 1907.*

MEMORANDUM.

In order to avoid the return of papers for an expression of the wishes of the Secretary of War, which has recently happened in several cases, it is desired hereafter that the several divisions of the General Staff should transmit official communications addressed to the various Government departments or branches thereof through the office of the Chief of Staff.

By direction of the Acting Chief of Staff:

ROBERT E. L. MICHE,  
*Captain, General Staff, Secretary.*

WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*March 3, 1908.*

MEMORANDUM.

By direction of the Chief of Staff the following method of preparing memoranda will hereafter be observed:

I. Memoranda will be prepared for the Secretary of the General Staff Corps—

(a) When object is to furnish information simply for the Chief of Staff or the assistant to the Chief of Staff.

(b) When object is to recommend reference to some bureau of the War Department or to some officer or board of officers in the Army at large for investigation and report or for explanation.

(c) In a case where such reference is purely routine and no question of advisability of such reference is involved, the memorandum will be "for The Adjutant General," and will be prepared for signature by the Chief of Staff or assistant to the Chief of Staff.

II. Memoranda will be prepared for the Secretary of War<sup>1</sup> and for the signature of the Chief of Staff—

(a) Where large questions of policy are involved.

(b) Where bills have been referred from Congress for remark or with request for information.

<sup>1</sup> In accordance with verbal instructions all memoranda for Secretary's office are prepared for the "Secretary of War."



(c) Where direction to prepare memorandum emanates from the Chief of Staff and the subject for such memorandum is one where the decision rests with authority higher than the Chief of Staff.

III. In all other cases memoranda will be prepared for the Assistant Secretary of War<sup>1</sup> and for the signature of the Assistant to the Chief of Staff.

W. M. WRIGHT,  
*Captain, General Staff Corps, Secretary.*

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WAR DEPARTMENT,  
*Washington, June 11, 1908.*

MEMORANDUM FOR THE CHIEF OF STAFF.

Hereafter during my temporary absence when the Assistant Secretary of War is also absent, you are authorized to issue orders in all routine ordinary cases and in cases of emergency "by order of the Secretary of War." In important matters requiring my action, you will either communicate with me or postpone the issuance of orders until my return.

WM. H. TAFT,  
*Secretary of War.*

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[Official]

WAR DEPARTMENT, *June 21, 1909.*

MEMORANDUM FROM THE SECRETARY OF WAR.

In order that there may be in the department a record of authenticity the Secretary of War directs that hereafter all papers or documents presented to him for signature shall either be initialed by the person responsible therefor, or accompanied by a signed communication identifying them, provided that in cases where carbon copies are made at the time of writing the carbon copy shall be initialed, instead of the original, and shall accompany the communication.

By order of the Secretary of War.

JOHN C. SCOFIELD,  
*Assistant and Chief Clerk.*

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WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, February 11, 1911.*

MEMORADUM.

In connection with the preparation of General Staff memorandums, the Chief of Staff directs me to invite attention to the following rules in the interest of simplicity and clearness:

1. All long or complex memorandums made for the Chief of Staff or the Secretary of War should be headed by the word "Subject" and a brief of the subject matter.

2. Memorandums should be clear, concise, and uninvolved. In many cases numbered paragraphs will conduce to simplicity of understanding.

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<sup>1</sup> See footnote, p. 23.



3. It is usually unnecessary to scatter recommendations throughout the body of a memorandum. In any event, a summary of recommendations should close the memorandum, either distinctly separated from the explanatory discussion or headed by the word "Recommendations."

4. In many simple cases involving the preparation of a letter for the signature of the Secretary of War an accompanying memorandum is unnecessary—the letter being self-explanatory of the reasons for its preparation.

Compliance with the foregoing rules is important to save time and labor to those required to scrutinize the subject matter of memorandums; and when such scrutiny is dispensed with to obviate the necessity for hunting through the body of a memorandum for specific recommendations.

C. D. RHODES,  
*Captain, General Staff Corps, Acting Secretary.*

GENERAL ORDERS, }  
No. 68. }

WAR DEPARTMENT,  
*Washington, May 26, 1911.*

The following compilation and condensation of existing law, regulations, and orders relating to the General Staff Corps is published to the Army for the information and guidance of all concerned:

#### CHIEF OF STAFF.

1. The Chief of Staff will act as the military adviser to the Secretary of War, and will keep him informed on all military matters relating to the Regular Army, and also on all such relating to the militia as are within the purview of the War Department. The Chief of Staff reports to the Secretary of War, receives from him the directions and orders given in behalf of the President, and gives effect thereto in the manner hereinafter provided.

Exceptions to this ordinary course of administration may, however, be made at any time if the President sees fit to call upon the Chief of Staff to give information or advice, or receive instructions, directly.

2. He will issue, through The Adjutant General of the Army, all orders and instructions of the Secretary of War affecting the Regular Army and the Organized Militia when called into the service of the United States; and through the Chief of the Division of Militia Affairs all those affecting the Organized Militia not in the service of the United States.

3. He will, under the direction of the Secretary of War, supervise all staff departments and corps, all troops of the line and staff, and all other matters pertaining to the military establishment of the Regular Army, and all matters relating to the militia, arising in the execution of acts of Congress and Executive regulations made in pursuance thereof, and will perform such other military duties as may be assigned to him by the President. In the performance of these duties the Chief of Staff will, under authority of the Secretary of War, call for information, make investigations, issue instructions, and exercise all other functions necessary to secure proper harmony



and efficiency of action upon the part of those under his supervision. The supervisory power vested by statute in the Chief of Staff covers primarily duties pertaining to the command, discipline, training, and recruitment of the Army, military operations, distribution of troops, inspections, armaments, fortifications, military education and instruction, including the Military Academy and all service schools, and kindred matters, but includes also in an advisory capacity such duties connected with fiscal administration and supply as are committed to him by the Secretary of War. All proposed legal enactments affecting the Army and estimates for appropriations for its support will be submitted to the Chief of Staff for the consideration of the Secretary of War. In order that the Chief of Staff may effectively exercise the coordinating and supervisory authority vested in him by statute, the annual reports of division and department commanders and bureau chiefs, as well as the annual reports of the Superintendent of the Military Academy, the service schools, and other subordinate commanders, will be submitted to him for the consideration of the Secretary of War prior to publication.

For purposes of administration the office of the Chief of Staff will constitute a supervising military bureau of the War Department.

4. In case of absence or disability of the Chief of Staff, the senior assistant to the Chief of Staff present for duty will act as chief.

5. The detail of a Chief of Staff will in every case cease, unless sooner terminated, on the day following the expiration of the term of service of the President by whom the detail was made; and if at any time the Chief of Staff considers that he can no longer sustain toward the President and the Secretary of War a relation of absolute confidence and personal accord and sympathy he will apply to be relieved.

#### THE OFFICE OF THE CHIEF OF STAFF.

6. The Chief of Staff is authorized a secretary, to be selected from the General Staff Corps, and will arrange his office in four divisions, as follows:

- (a) The Mobile Army Division.
- (b) The Coast Artillery Division.
- (c) The Division of Militia Affairs.
- (d) The War College Division.

7. Two general officers of the General Staff, detailed by the President from the general officers of the Army, and the Chief of Coast Artillery and the Chief of the Division of Militia Affairs, who shall be a general officer, will be designated as assistants to the Chief of Staff, and will be placed in charge of the Mobile Army Division, the War College Division, the Coast Artillery Division, and the Division of Militia Affairs, respectively. The Chief of the Coast Artillery Division and the Chief of the Division of Militia Affairs shall be additional members of the General Staff.

8.<sup>1</sup> All communications relating to business arising in the Army, or concerning the Army, which are referred to the Adjutant General

<sup>1</sup>The requirements of this paragraph do not abrogate War Department orders of November 7, 1905:

"Matters of a purely civil nature will be referred by chiefs of bureaus direct to the Secretary of War, unless otherwise required by their subject-matter." See orders, Secretary of War, Apr. 14, 1906, p. 16.



for the action of superior authority, and which do not come within the jurisdiction of chiefs of bureaus, and all communications relating to business concerning the Army emanating from the bureaus of the War Department requiring the action of higher authority, will be submitted to the Chief of Staff.

9. All papers on important matters, such as those affecting military policy or relating to the expenditure of funds, referred to an assistant to the Chief of Staff for remark and recommendation, will be presented by him in person to the Chief of Staff with a memorandum in each case giving his views and recommendations thereon. All papers on ordinary routine matters so referred will be returned directly to the secretary of the Chief of Staff with a like memorandum giving the views and recommendations of the assistant concerned.

10.<sup>1</sup> Whenever, in the consideration of a matter referred to him, an assistant to the Chief of Staff finds it necessary or advisable, before submitting his recommendation thereon, to cause its reference or return to the Adjutant General of the Army, or to any bureau chief, or to a military authority within or without the War Department, for information or for any intermediate action whatever, the assistant to the Chief of Staff, acting for him and by his authority, is authorized to indicate by memorandum to the Adjutant General of the Army, or to the bureau chief or military authority, the appropriate action desired, and the action of the assistant to the Chief of Staff on all business of this character will be accepted as the action of the Chief of Staff.

<sup>2</sup> 11. All papers involving questions of general policy, the establishment or reversal of precedents, or matters of special or extraordinary importance will be submitted by the Chief of Staff in person to the Secretary of War; such papers as the Secretary of War may direct will be submitted by the Chief of Staff to the Assistant Secretary of War. On every paper submitted by the Chief of Staff he will indorse his views and recommendations, and wherever necessary each case will also show the recommendations, reports, or information from the bureaus of the War Department or the military authorities outside the department. Routine business and papers will be acted on by the Chief of Staff in the name of the Secretary of War, as well as such other papers and business as the Secretary of War may indicate. The Chief of Staff may authorize his assistants to act for him in unimportant routine cases.

12. The assistants to the Chief of Staff in charge of the Mobile Army Division, the Coast Artillery Division, and the Division of Militia Affairs will keep the Chief of Staff advised at all times of the efficiency of the personnel and matériel of the Mobile Army, the Coast Artillery, and the militia, respectively, and they will, as circumstances require, make such recommendations in reference thereto as will in their judgment tend to promote efficiency. In like manner the assistant in charge of the War College Division will keep the Chief of Staff advised of the work of his division and make recommendations to promote its efficiency.

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<sup>1</sup> Correspondence from divisions to a military authority, without the War Department, to be sent through the Adjutant General of the Army (Mem. of June 8, 1911). See also memorandums of June 9 and 14, 1911, pp. 30 and 31.

<sup>2</sup> This paragraph is subject to the provisions of the order of the Secretary of War of Apr. 14, 1908, p. 16. See also Memos. Office of Chief of Staff, June 9 and 14, 1911, pp. 30 and 31.



13. The Chief of Staff and the assistants to the Chief of Staff may correspond or confer directly with the chiefs of bureaus of the War Department and with each other on matters referred to them for remark and recommendation. They may correspond directly with the commandants of the service schools and with the presidents of the technical boards of the branches of service pertaining to their divisions on subjects of a purely technical character which do not involve questions of command, discipline, or administration and do not relate to the status or interests of individuals. The Chief of the Division of Militia Affairs may also in like manner correspond directly with the officials of the various States, Territories, and the District of Columbia, and also with officers of the regular service detailed for duty therewith under section 20 of the act approved January 21, 1903, as amended by the act approved May 27, 1908, or those who may be detailed under the provisions of the act of Congress approved March 3, 1911, on matters pertaining to the Organized Militia not in the service of the United States.

14. The assistants to the Chief of Staff are charged generally with the recommending to the Chief of Staff of officers in the different branches of the Army under their supervision for special duty and assignment to organizations and stations. They will also make recommendations to the Chief of Staff as to the instruction of officers and enlisted men in those branches, and as to examinations and transfer of officers to them and for promotion therein; and will recommend to the Chief of Staff such examinations and such courses and methods of instruction in the service schools and the War College and elsewhere under their respective supervision as they shall deem requisite to insure a thoroughly trained and educated force. To this end they are authorized, with the approval of the Chief of Staff, to issue directly to the officers in branches under their supervision bulletins and circulars giving information on current military matters of a purely technical character which do not involve questions of command, discipline, or administration, and do not relate to the status or interests of individuals.

15. The offices of the assistants to the Chief of Staff, except those of the assistants in charge of the War College Division and the Division of Militia Affairs, will not be offices of record except of correspondence authorized by paragraph 12; all other records pertaining to the duties of these assistants will be kept in the office of The Adjutant General of the Army. The War College Division will be the office of record for all matters pertaining solely to the work of that division; the Division of Militia Affairs will be the office of record of the War Department for all matters pertaining solely to the organized militia not in the service of the United States; the office of The Adjutant General of the Army will be the office of record for all other matters relating to the work of these divisions. All of the records referred to above, which are kept in the office of The Adjutant General of the Army will be available whenever needed for the official use of the Chief of Staff or any assistant to the Chief of Staff.

#### GENERAL STAFF CORPS.

16. The duties of the General Staff Corps, under direction of the Chief of Staff, shall be to prepare plans for the national defense, and for the mobilization of the military forces in time of war; to investi-



gate and report upon all questions affecting the efficiency of the Army and its state of preparation for military operations; to render professional aid and assistance to the Secretary of War and to general officers and other superior commanders; to act as their agents in informing and coordinating the action of all the different officers who are by law under the supervision of the Chief of Staff; and to perform such other military duties not otherwise assigned by law as may be from time to time prescribed by the President. While serving in the General Staff Corps officers may be assigned to duty by the Secretary of War with any branch of the Army.

17. The general officers authorized by law for the General Staff Corps, except the Chief of Coast Artillery, are detailed by the President from the general officers of the Army. The Chief of the Division of Militia Affairs is also so detailed. All details to vacancies in the General Staff Corps in grades other than those of general officers will be filled on the recommendation of a board of five general officers, not more than two of whom shall be members of the General Staff Corps, convened by the Secretary of War at such times as may be necessary. The board will be sworn to recommend officers solely on their professional efficiency, on their probable aptitude, and fitness for General Staff service, and will select such number of officers of the proper grades to fill existing or expected vacancies as the Secretary of War may direct. Officers may be redetailed, subject to the conditions of paragraph 18, when eligible, by the Chief of Staff on the approval of the Secretary of War.

18. Officers will be detailed in the General Staff Corps for a period of four years unless sooner relieved. Upon being relieved from such duty they will return to the branch of the Army in which they hold permanent commissions, and except in case of emergency or in time of war will not be eligible to further detail in the General Staff Corps until they have served for two years in the branch of the Army to which they belong. This ineligibility will not, however, apply to any officer who may have been relieved prior to the expiration of his four years' detail with the corps, but such officer will become ineligible as soon as he shall have completed a total of four years with the corps, and will not be again eligible until after two years' service in the branch of the Army to which he belongs. The provisions of this paragraph will apply to all officers of the General Staff Corps.

19. Officers of the General Staff Corps other than the Chief of Staff will be assigned to duty in the office of the Chief of Staff and also to duty with other general officers and superior commanders. Those on duty in the office of the Chief of Staff will perform such duties under the law as he may direct; those assigned to duty with other general officers and superior commanders will serve under the immediate orders of such commanders and assist them in the performance of their military duties.

20. The senior officer of the General Staff Corps assigned to duty with the command of a general officer or other superior commander, unless otherwise directed by the Secretary of War, will be the chief of staff of the command. He will bear the same relation as adviser to the commanding general or other commanders as does the Chief of Staff to the Secretary of War, and will in like manner supervise all troops of the line and staff and all bureaus included in the command. All General Staff officers assigned to such duty will en-



deavor in every way to assist in carrying out the general duties prescribed by law for the General Staff Corps. General Staff officers attached to commands in the field will keep careful journals of operations, from which they will compile reports of these operations for the use of their immediate commanders and also for the information of the War Department. When a commanding general is temporarily absent from his command and his duties have not been formally assumed by the next in rank the chief of staff of the command will act as his representative in his absence.

By order of the Secretary of War:

LEONARD WOOD,  
*Major General, Chief of Staff.*

Official:

HENRY P. MCCAIN,  
*Adjutant General.*

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WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, June 9, 1911.*

MEMORANDUM FOR THE CHIEF, MOBILE ARMY DIVISION; THE CHIEF, COAST ARTILLERY DIVISION; THE CHIEF, DIVISION OF MILITIA AFFAIRS; THE CHIEF, THE WAR COLLEGE DIVISION.

The Chief of Staff directs that in carrying out the provisions of paragraph 10 and last sentence of paragraph 11, General Orders, No. 68, War Department, current series, the chiefs of divisions, in acting for the Chief of Staff, use the forms shown on accompanying paper.<sup>1</sup>

Rubber stamps will be supplied as soon as they can be made.

Very respectfully,

WM. S. GRAVES,  
*Major, General Staff Corps, Secretary.*

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<sup>1</sup> Accompanying paper.

Approved:

By order of the Secretary of War.

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\_\_\_\_\_  
*Major-Gen'l., Chief of Mobile Army Division,  
For Chief of Staff.*

Approved:

By order of the Secretary of War.

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\_\_\_\_\_  
*Brig. Gen'l., Chief of Coast Artillery Division,  
For Chief of Staff.*

Approved:

By order of the Secretary of War.

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*Brig. Gen'l., Chief of Div. Militia Affairs,  
For Chief of Staff.*

Approved:

By order of the Secretary of War.

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\_\_\_\_\_  
*Chief of War College Division,  
For Chief of Staff.*



WAR DEPARTMENT,  
OFFICE OF THE CHIEF OF STAFF,  
*Washington, June 14, 1911.*

MEMORANDUM OF INSTRUCTIONS FOR ASSISTANTS TO THE CHIEF OF STAFF.

Under the provisions of paragraph 11, General Orders, No. 68, War Department, the Chief of Staff authorizes the assistants to the Chief of Staff in charge of the Mobile Army Division, the Coast Artillery Division, the Division of Militia Affairs, and the War College Division "to act for him in unimportant cases." In carrying out these instructions the assistants to the Chief of Staff will sign memoranda relating to such cases as instructed in memorandum from this office, dated June 9, 1911, copy of which is hereto attached; all other memoranda and papers requiring their official signatures will be signed by them, respectively, as follows:

- (a) (Rank), Chief of Mobile Army Division,  
Asst. to the Chief of Staff.
- (b) (Rank), Chief of Coast Artillery Division,  
Asst. to the Chief of Staff.
- (c) (Rank), Chief of Div. Militia Affairs,  
Asst. to the Chief of Staff.
- (d) (Rank), Chief of War College Division,  
Asst. to the Chief of Staff.

By direction of the Chief of Staff:

WM. S. GRAVE,  
*Major, General Staff Corps, Secretary.*

ARMY REGULATIONS.

196. A territorial division commander's staff will consist of his authorized personal aids and one officer from each of the following corps and departments: General Staff Corps, Adjutant General's Department, Inspector General's Department, Judge Advocate General's Department, Quartermaster's Department, Subsistence Department, Medical Department, Pay Department, Corps of Engineers, Ordnance Department, Signal Corps, and, in divisions embracing coast defenses, Coast Artillery Corps, and such additional staff officers as may be assigned by the War Department. The division commander will control matters of supply and administration within his command; and, in all territorial divisions correspondence with the War Department will be through the division commander, unless otherwise directed in Army Regulations and War Department orders.

The chief paymaster will make a portion of the payments in the command. The duties prescribed for the inspector of small-arms practice will be performed by an aid or other officer of the division commander's staff. The Coast Artillery officer will act in an advisory capacity to the division commander with respect to matters pertaining to the efficiency of Coast Artillery matériel and to the drill, instruction, and employment of Coast Artillery troops in connection with coast defense generally.

199. The official designation of the senior officers of the staff corps and departments on the staff of division or department commanders will be as follows:

Of the General Staff Corps, Chief of Staff; of the Adjutant General's Department, Adjutant General; of the Inspector General's De-



partment, Inspector General; of the Judge Advocate General's Department, Judge Advocate; of the Quartermaster's Department, Chief Quartermaster; of the Subsistence Department, Chief Commissary; of the Medical Department, Chief Surgeon; of the Pay Department, Chief Paymaster; of the Engineer Corps, Chief Engineer Officer; of the Ordnance Department, Chief Ordnance Officer; of the Signal Corps, Chief Signal Officer.

When one of the required staff officers is not assigned, or a staff officer is temporarily absent or disabled, the duties of his position will be performed by the assistant, if any, or by other members of the staff.

303. 1. It shall be the duty of the Chief of Coast Artillery to keep the Chief of Staff advised at all times of the efficiency of the personnel and matériel of the Coast Artillery, and he shall, as circumstances require, make such recommendations in reference thereto as shall in his judgment tend to promote efficiency.

2. He shall from time to time, and as frequently as conditions require, confer directly with the chiefs of bureaus of the War Department and advise them of all matters relating to Coast Artillery matériel or personnel that pertain to their respective branches of the service, which the experience and observation of the Coast Artillery arm of the service show to be of practical importance. In like manner he may correspond directly with the commandant of the Coast Artillery School, and with the president of the Coast Artillery Board, on Coast Artillery questions of a purely technical character which do not involve matters of command, discipline, or administration, and do not relate to the status or interests of individuals.

3. He shall make recommendations as to the instruction of Coast Artillery officers and men, and as to examinations for appointment and transfer of officers to the Coast Artillery arm and for promotion therein, and shall recommend such examinations and such courses and methods of instruction in the Coast Artillery School and elsewhere as he shall deem requisite to secure a thoroughly trained and educated force; to this end he is authorized to issue directly to Coast Artillery officers bulletins and circulars of information on current Coast Artillery matters of a purely technical character which do not involve matters of command, discipline, or administration and do not relate to the status or interests of individuals.

4. He is charged generally with the recommending of officers of Coast Artillery for special duty and assignment to Coast Artillery organizations and stations.

5. He shall be a member of the Board of Ordnance and Fortification and is by law a member of the General Staff Corps.

6. The office of the Chief of Coast Artillery will form a part of the office of the Chief of Staff and will not be an office of record except of correspondence authorized by section 2 of this paragraph. All other records pertaining to the performance of the duties of the Chief of Coast Artillery will be kept in the office of The Adjutant General of the Army, to whom all communications from the Coast Artillery Corps, intended for the War Department, except such communications as may be addressed directly to the Chief of Coast Artillery under section 2 of this paragraph, shall be addressed as required by paragraph 795.



7. Nothing in these regulations shall be deemed to relieve the commanders of the Philippines Division and the several military departments of the duties of inspection and command, or of the responsibility for the condition and efficiency of the matériel and personnel of the Coast Artillery in the division and the several departments as now provided by regulations.

#### ARTICLE LIX.<sup>1</sup>

##### GENERAL STAFF CORPS.

763. The General Staff Corps, created in conformity to the act of Congress approved February 14, 1903, is composed of officers of the grades and number specified in said act, detailed for service in said corps for a period of four years unless sooner relieved, under rules of selection prescribed by the President. Upon being relieved from duty in the General Staff Corps officers return to the branch of the Army in which they hold permanent commissions, and except in case of emergency or in time of war are not eligible to further detail therein until they have served for two years with the branch of the Army in which commissioned. This ineligibility does not apply to any officer who has been relieved prior to the expiration of four years' duty with the corps; but such officer will become ineligible as soon as he shall have completed a total of four years of said duty. While serving in the General Staff Corps officers may be temporarily assigned to duty with any branch of the Army.

764. The law establishes the General Staff Corps as a separate and distinct staff organization, the chief of which has supervision, under superior authority, over all branches of the military service, line and staff, except such as are exempted therefrom by law or regulations, with a view to their coordination and harmonious cooperation in the execution of authorized military policies.

765. The General Staff Corps, under the direction of the Chief of Staff, is charged with the duty of investigating and reporting upon all questions affecting the efficiency of the Army and its state of preparation for military operations, and to this end considers and reports upon all questions relating to organization, distribution, equipment, armament, and training of the military forces (Regulars, volunteers, and militia), proposed legislative enactments and general and special regulations affecting the Army, transportation, communications, quarters, and supplies; prepares projects for maneuvers; revises estimates for appropriations for the support of the Army and advises as to disbursement of such appropriations; exercises supervision over inspections, military education and instruction, examinations for the appointment and promotion of officers, efficiency records, details and assignments, and all orders and instructions originating in the course of administration in any branch of the service which have relation to the efficiency of the military forces; prepares important orders and correspondence embodying the orders and instructions of the President and Secretary of War to the Army; reviews the reports of examining and retiring boards, and acts upon such other matters as the Secretary of War may determine.

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<sup>1</sup> This article is subject to the provisions of the order of the Secretary of War of Apr. 14, 1906, p. 16.



766. The General Staff Corps, under like direction, is further charged with the duty of preparing plans for the national defense and for the mobilization of the military forces (including the assignment to armies, corps, divisions, and other headquarters of the necessary quota of general staff and other staff officers), and incident thereto with the study of possible theaters of war and of strategic questions in general; with the collection of military information of foreign countries and of our own; the preparation of plans of campaign, of reports of campaigns, battles, engagements, and expeditions, and of technical histories of military operations of the United States.

767. To officers of the General Staff Corps are committed the further duties of rendering professional aid and assistance to the Secretary of War and to general officers and other superior commanders and of acting as their agents in informing, and coordinating the action of, all the different officers who are subject under the provisions of law to the supervision of the Chief of Staff.

They perform such other military duties not otherwise assigned by law as may from time to time be prescribed by the President. Under the authority here conferred officers of the General Staff Corps are intrusted with the executive duties hereinafter indicated.

768. Officers of the General Staff Corps assigned to duty with commanders of armies, corps, divisions, separate brigades, and territorial divisions are collectively denominated the General Staff serving with troops. They serve under the immediate orders of such commanders; those not so assigned perform duty under the immediate direction of the Chief of Staff and constitute the War Department General Staff.

769. The assignment of duties to the General Staff Corps does not involve in any degree the impairment of the initiative and responsibility which special staff corps and departments have in the transaction of current business.

#### WAR DEPARTMENT GENERAL STAFF.

770. To facilitate the performance of its duties, the War Department General Staff will be arranged in sections, each under the direction of an officer of the General Staff Corps to be designated by the Chief of Staff. Such committees will be designated in the sections from time to time as may be necessary to facilitate the transaction of business in hand.

771. The War Department General Staff in its several sections and committees stands in an advisory relation to the Chief of Staff in the performance of the duties herein devolved upon him. The distribution of duties to the several sections and committees is regulated by the Chief of Staff.

#### CHIEF OF STAFF.

772. Under the act of February 14, 1903, the command of the Army of the United States rests with the constitutional Commander in Chief, the President. The President will place parts of the Army, and separate armies whenever constituted, under commanders subordinate to his general command; and, in case of exigency seeming to him to require it, he may place the whole Army under a single commander subordinate to him; but in time of peace and under ordi-



nary conditions the administration and control of the Army are effected without any second in command.

The President's command is exercised through the Secretary of War and the Chief of Staff. The Secretary of War is charged with carrying out the policies of the President in military affairs. He directly represents the President and is bound always to act in conformity to the President's instructions. Under the law and the decisions of the Supreme Court his acts are the President's acts and his directions and orders are the President's directions and orders.

The Chief of Staff reports to the Secretary of War, acts as his military adviser, receives from him the directions and orders given in behalf of the President, and gives effect thereto in the manner hereinafter provided. For purposes of administration the office of the Chief of Staff will constitute a supervising military bureau of the War Department.

Exceptions to this ordinary course of administration may, however, be made at any time if the President sees fit to call upon the Chief of Staff to give information or advice, or receive instructions, directly.

Wherever in these regulations action by the President is referred to, the action of the President through the Secretary of War is included; and wherever the action of the Secretary of War is referred to, the Secretary of War is deemed to act as the representative of the President and under his direction.

The Chief of Staff is detailed by the President from officers of the Army at large not below the grade of brigadier general. The successful performance of the duties of the position requires what the title denotes—a relation of absolute confidence and personal accord and sympathy between the Chief of Staff and the President, and necessarily also between the Chief of Staff and the Secretary of War. For this reason, without any reflection whatever upon the officer detailed, the detail will in every case cease, unless sooner terminated, on the day following the expiration of the term of office of the President by whom the detail is made; and if at any time the Chief of Staff considers that he can no longer sustain toward the President and the Secretary of War the relations above described, it will be his duty to apply to be relieved.

The provisions of paragraph 763 regarding the redetail of an officer who has not completed a total of four years' service apply to the Chief of Staff.

773. The Chief of Staff is charged as limited and provided by law with the duty of supervising, under the direction of the Secretary of War, all troops of the line, the Adjutant General's, Inspector General's, Judge Advocate General's, Quartermaster's, Subsistence, Medical, Pay, and Ordnance Departments, the Corps of Engineers, and the Signal Corps. He performs such other military duties not otherwise assigned by law as may be assigned to him by the President.

774. The supervisory power vested by statute in the Chief of Staff covers primarily duties pertaining to the command, discipline, training, and recruitment of the Army, military operations, distribution of troops, inspections, armament, fortifications, military education and instruction, and kindred matters, but includes also, in an advisory capacity, such duties connected with fiscal administration and supply as are committed to him by the Secretary of War.



In respect to all duties within the scope of his supervisory power, and more particularly those duties enumerated in this and the following paragraph, he makes and causes to be made inspections to determine defects which may exist in any matter affecting the efficiency of the Army and its state of preparation for war. He keeps the Secretary of War constantly informed of defects discovered, and under his direction issues the necessary instructions for their correction.

775.<sup>1</sup> Supervisory power is conferred upon the Chief of Staff over all matters arising in the execution of acts of Congress and Executive regulations made in pursuance thereof relating to the militia. This supervision is especially directed to matters of organization, armament, equipment, discipline, training, and inspections. Proposed legal enactments and regulations affecting the militia and estimates for appropriations for its support are considered by him, and his recommendations submitted to the Secretary of War.

776. The Chief of Staff is charged with the duty of informing the Secretary of War as to the qualifications of officers as determined by their records, with a view to proper selection for special details, assignments, and promotions, including detail to and relief from the General Staff Corps; also of presenting recommendations for the recognition of special or distinguished services.

777. All orders and instructions emanating from the War Department, and all regulations affecting the Army or the status of officers or enlisted men therein, are issued by the Secretary of War through the Chief of Staff, and are communicated to troops and individuals in the military service through the Adjutant General of the Army.

778. The assignment of officers of the General Staff Corps to stations and duties is made upon the recommendation of the Chief of Staff.

779. In case of absence or disability of the Chief of Staff the senior officer of the General Staff present for duty in Washington shall act as such chief unless otherwise specially directed by the Secretary of War.

780. In the performance of the duties hereinbefore enumerated and in representation of superior authority, the Chief of Staff calls for information, makes investigations, issues instructions, and exercises all other functions necessary to secure proper harmony and efficiency of action upon the part of those placed under his supervision.

#### THE GENERAL STAFF SERVING WITH TROOPS.

781. The general staff of a command consists of general staff officers of such number and grades as may be assigned to it on the recommendation of the Chief of Staff.

782. The senior general staff officer on duty with a command shall, unless otherwise directed by the War Department, be the chief of staff of the command. Ordinarily he will be so assigned by the War Department.

783. The duties of the chief of staff of a command are as prescribed for officers of the General Staff Corps in paragraphs 765 to 768, and in addition he will, under direction of the commander of the troops,

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<sup>1</sup> Under the provisions of paragraph 775, Army Regulations, the Chief of the Division of Militia Affairs will report to the Chief of Staff. (General Order 141, War Dept., 1910.)



perform all duties analogous to those devolved by paragraphs 773 to 780 upon the Chief of Staff of the Army. The other general staff officers serving with troops are employed under the direction of the commanders thereof upon the duties prescribed for officers of the General Staff Corps, and they shall perform such other duties within the scope of general staff employment as may be directed by such commanders. General staff officers will not be assigned to other than general staff duties except by special authority of the War Department.

784. The two general officers authorized for the General Staff Corps are detailed by the President from officers of the Army at large not below the grade of brigadier general. All vacancies that may occur in the General Staff Corps in grades below that of brigadier general will be filled on the recommendation of a board of five general officers of the line, not more than two of whom shall be members of the General Staff Corps, convened by the War Department at such times as may be necessary. The board will be sworn to recommend officers solely on their professional efficiency, and on their probable aptitude and fitness for general staff service, and will select such number of officers of the proper grades to fill existing or expected vacancies, as the War Department may direct.

785. The Adjutant General's Department is the department of records, orders, and correspondence of the Army and the militia.

The Adjutant General is charged, under the direction of the Secretary of War, and subject to the supervision of the Chief of Staff, in all matters pertaining to the command, discipline, or administration of the existing military establishment, with the duty of recording, authenticating, and communicating to troops and individuals in the military service all orders, instructions, and regulations issued by the Secretary of War through the Chief of Staff; of preparing and distributing commissions; of compiling and issuing the Army Register and the Army List and Directory; of consolidating the general returns of the Army; of arranging and preserving the reports of officers detailed to visit encampments of militia; of preparing the annual returns of the militia required by law to be submitted to Congress; of managing the recruiting service; and of recording and issuing orders from the War Department remitting or mitigating sentences of military convicts who have been discharged from the military service.

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830. After every battle or engagement with the enemy, written reports thereof will be made by commanders of regiments, separate battalions or squadrons, companies or detachments, and by all commanders of a higher grade, each in what concerns his own command, which reports will be forwarded, through the proper channel, to The Adjutant General of the Army. It shall be the especial duty of all General Staff officers attached to commands in the field to keep careful journals of the operations, from which they will compile reports of said operations for their immediate commanders.

909. Reports of prescribed inspections of troops, stations, and accounts of disbursing officers under the authority of department or division commanders will be forwarded, through military chan-



nels, to The Adjutant General of the Army and transmitted to the Inspector General of the Army. In case irregularities, deficiencies, or misconduct are reported, a commander in forwarding a report will state what remedies he has applied or will apply to correct them, adding any recommendations that he may desire to make. All other reports of inspections will be forwarded directly to the Inspector General of the Army, except when otherwise specially directed, and all inspection reports not confidential will be filed in his office. The Inspector General will submit to the Chief of Staff all reports that contain matters requiring correction.

921. Inspectors will examine all property properly presented for condemnation. When all property presented has been destroyed, one inventory and inspection report will be forwarded by the inspecting officer, through proper channels, to the Inspector General of the Army and the others will be delivered to the accountable officer. In cases in which the inspector recommends the sale of any property, or its transfer to depots, he will forward all the inventories and inspection reports to department, division, or Army corps headquarters, and if the inspector's action is approved by the department, division, or Army corps commander, two will be returned to the accountable officer and the other forwarded, through proper military channels, to The Adjutant General of the Army, to be transmitted to the Inspector General of the Army, and, in similar cases, when the accountable officer is not serving under the department, division, or Army corps commander and all the property has been destroyed, one copy of the inventory and inspection report will be forwarded to the Inspector General of the Army and two to the accountable officer, or if sale or transfer of the property is recommended, the inspecting officer will forward all the inventories and inspection reports to the Inspector General of the Army, who will forward them to the Chief of Staff through the chief of the bureau concerned; one copy will be returned to the Inspector General and two to the accountable officer.

936. The reports which the Judge Advocate General of the Army may render upon cases received by him, and which require the action of the President, will be transmitted to The Adjutant General of the Army for record and for submission to the Chief of Staff for the consideration of the Secretary of War and the President. After final action is had by superior authority in such cases, all the papers will be returned to The Adjutant General of the Army, who, before publishing the action taken, will refer the papers to the Judge Advocate General of the Army for further scrutiny.

795. Except as otherwise specially authorized or required by Army Regulations, all official communications from officers and enlisted men of the Army outside of the War Department intended for the Secretary of War or for any bureau or office of the War Department will be in writing and addressed to The Adjutant General of the Army, who will submit all business, coming to him from the Army, which requires action in the War Department or by the President and which does not come within the jurisdiction of chiefs of bureaus, to the Chief of Staff, to be acted upon by him in conformity to the rules duly prescribed for that purpose by the President or the Secretary of War.

Correspondence of the War Department with the Army will be through or by The Adjutant General of the Army.



797. Correspondence between an officer of a staff corps or department and the chief of the War Department bureau in which he is serving, which does not involve questions of administrative responsibility within the supervision of commanding officers outside that staff corps or department nor relate to individual interests or status of a military nature requiring the action of authority outside that staff corps or department, and which is concerned exclusively with the business of that staff corps or department, will pass directly. All business emanating from the bureaus of the War Department requiring the action of higher authority will be submitted to the Chief of Staff for his consideration, either orally in person, or in writing through The Adjutant General of the Army. In all cases the action of higher authority thereon will be communicated in writing by The Adjutant General of the Army to those concerned. Matters, however, of a purely civil nature will be submitted by chiefs of bureaus directly to the Secretary of War unless otherwise required by their subject matter.

1528. When the Chief of Engineers is satisfied that any fortification or any of its accessories is in all respects complete, so far as the functions of his department are concerned, he will give notice thereof, in writing, to the Chief of Staff, that it may be turned over to the troops for use and care. Until its completion has been so announced, no work will be occupied by troops except by the special order of the War Department.





